

Role of Motivation and Job Satisfaction for Institutional Performance

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ABSTRACT

In this paper, the theoretical link between job satisfaction and organizational success was examined. It claims that happier employees contribute to higher organizational performance. The article claims that a person who has high levels of job satisfaction has positive attitudes towards his employment. On the other side, a worker who is dissatisfied at work has negative opinions about the job. It was also emphasized that motivated employees who are happy with their workplaces contribute to better organizational success. The purpose of this article is to examine the motivational elements that may affect institutional performance, the role that work satisfaction may play in that performance, and the link between motivation and institutional performance. According to the study, managers or authorities should be worried about the attitudes of their employees since these attitudes might be a harbinger of potential problems and could have an effect on conduct.

KEYWORDS: Relationship, Employee Happiness, Motivation, Performance, Excellent Workers

INTRODUCTION

The success or failure of an organization is directly related to the enthusiasm and dedication of its employees. Staff members need to be highly motivated in order to increase their efficiency and productivity. Motivation plays a pivotal role in driving employee engagement, productivity, and bottom-line results. The organization should be aware that it has talented people on staff who are eager to learn new skills. Workers are being pushed to complete their assignments efficiently and effectively. Some workers may be prompted by financial incentives. The needs of employees should be taken into account by management.

Motivation may be thought of as a person's willingness to act and encompasses all the variables that motivate, support, and organize such conduct. Employees come to work because they care about achieving and maintaining the organization's objectives. Multiple drivers encourage staff to meet a variety of conflicting needs. It's not enough for workers to know how to boost firm output; management must be aware of this, too. There is a strong correlation between job dissatisfaction and the

desire to leave an organization. When workers are uninspired to do their best, it has ripple effects across the organization.

In the twenty-first century, when workers have gained greater knowledge about their rights on the job via education, it is particularly important for employers to provide an environment conducive to worker happiness and motivation. According to Fredrick Hertzberg's job satisfaction model, factors both within and external to an organization have an impact on how content its employees are with their employment. Among them include the company's internal politics, company culture, and the company's structure (Mullins, 2005).

REVIEW OF LITERATURE

According to Widagdo, et. al., (2018), The degree to which training at a company motivates workers is a good indicator of that program's effectiveness. The purpose of this research is to examine the correlation between employee perks and motivation, paying special attention to their effects on output. The topic of how to run a successful firm has evolved into a

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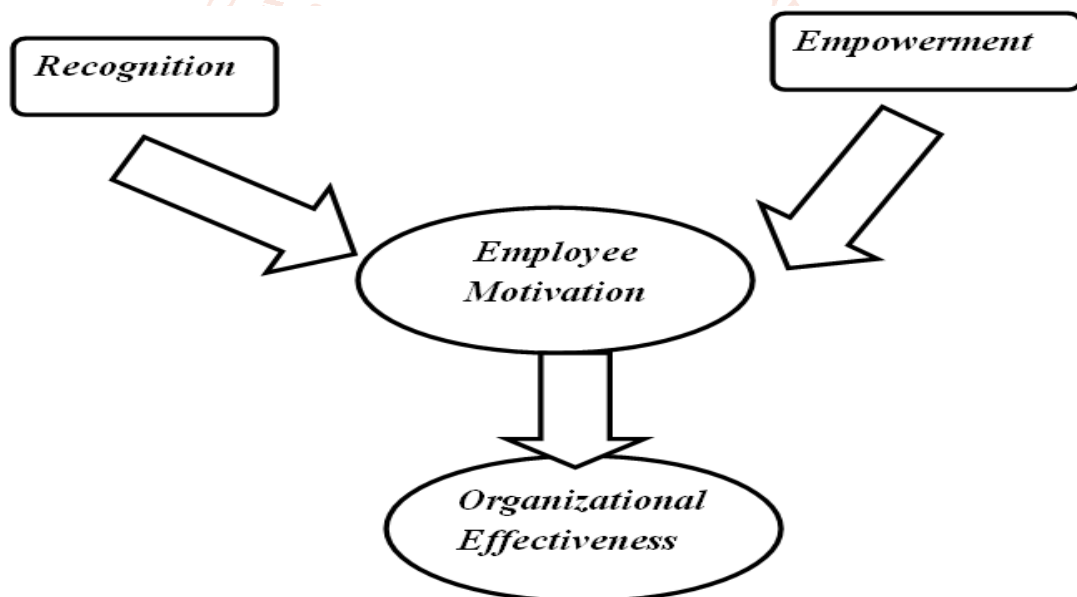
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highly contested field of business literature with many moving parts. Despite the widespread discussion of organizational performance in the academic literature, scholars continue to dispute on how to define and evaluate its value. The success of a company is measured by its ability to accumulate and use its assets to achieve its objectives. Organizational performance is defined as the activities and methods that contribute to the achievement of measurable goals. An entity is any sizeable group of people who are formally organized and led to achieve a shared purpose. Members of this team are dedicated employees who work tirelessly to help the company succeed. The company's employees are its most valuable asset. They play an essential role in how the company functions. Workers are more productive when they like what they do.

In the words of Almusaddar, et. al., (2018), Recent advancements in areas such as economics, human resources, and strategy might give a company a leg up on the competition. A worker's output may be influenced by a variety of factors, such as how often they are evaluated, how much they are paid, how much opportunity they are given to grow professionally, how secure their jobs are, how well

Conceptual Framework:



Statement of the Problem: The two most important factors in enhancing employee performance—which may raise both personal and organizational productivity—are motivation and work happiness. People who are highly motivated by their affiliations and are satisfied with their jobs are more likely to perform well at work. The conclusion suggested that if the public and private sectors use these factors to motivate their employees—reasonable pay and salary, manager support, job security, job expansion, and other supplemental financial and non-financial incentives and bonus—that the employee's

organized the company is, etc. Employee motivation is one strategy used by managers to boost productivity in the workplace. After meeting their minimum requirements, a motivated worker will shift their emphasis to this objective. Prorogated employees actively seek out better working conditions in an effort to persuade their bosses to give them more autonomy in their jobs, which boosts employee morale. If the organization is successful, it will have accomplished its objectives. Benefits, productivity, profitability, innovations, market share, and shareholder wealth are all things that firms look at when assessing their success. In general, a company is successful if its goals are met while using little resources (efficiency).

As per Kuo (2013) To prove its value, a company has to pool the skills and ambitions of its employees and respond rapidly to changes in the marketplace. By drawing on previously published works, we were able to provide both younger and more seasoned professionals inspiration from this piece. Managers must comprehend the flow of motivation from the viewpoint of the organization since doing so enables them to develop a work environment where people are always inspired to perform better.

performance will increase and the organization will very easily achieve its goals and objectives. Additionally, if an organization wishes to boost its output and earnings, it should take into account all factors that will raise workplace employee performance.

OBJECTIVES: The study has been carried out with the following objectives-

- To study the factors of motivation that can have impact on the institutional performance.
- To study how job satisfaction can influence the institutional performance.

- To study the relationship between the motivation and institutional performance.

RESEARCH QUESTIONS:

- What are the factors of motivation that influence the institutional performance?
- Has job satisfaction any impact on the institutional performance?
- Is there any relationship between the motivation and institutional performance?

METHOD: The nature of the current research is descriptive. It is predicated on data obtained from secondary sources. The information is derived from literary reviews, magazines, books, etc.

FACTORS OF MOTIVATION INFLUENCING PERFORMANCE

Workplace Environment: The work environment may have a significant impact on employee engagement, productivity, and morale, both positively and negatively (*Chandrasekar, 2011*). Badly constructed desks, insufficient fire protection measures, and a lack of PPE all contribute to an unsafe and unhealthy workplace. Those who work in such conditions are more prone to get occupational ailments, which in turn reduce productivity. These problems in the workplace hinder efficiency. An employee's motivation and productivity might be affected by the workplace conditions. Due to the rapid developments in technology, the office environment is seen as essential to employee happiness. Both the physical layout and the social climate of the workplace must be taken into account. The workplace is changing quickly due to advances in technology, creative communication techniques, and alternate work schedules. Numerous researches support the idea that employee job performance is influenced by the workplace.

Any organization, company, or small business that wants to increase production must first create a workplace where people can be productive. The interaction between the workplace, the tools used there, and the tools themselves become an essential component of the labour itself (*Aideed Bashir, 2020*).

Professional Growth and Development: Employees can't progress and mature without access to training sessions. Training courses benefit workers in many ways, including higher productivity, more recent knowledge, and enhanced expertise. These systems streamline the process of evaluating staff performance and making decisions on things like raises, bonuses, and other perks. Courses like these may help executives and managers with succession planning, employee retention, and morale. (*Adejare et al. 2020*) argue that universities may develop their non-

academic staff by providing extensive, position-specific training. The university administration needs to conduct performance reviews and job-specific assessments to ascertain the nature of the training needed.

Promotion: Getting promoted means moving up the corporate ladder to a higher position with more authority and payoffs (*Hasibuan, 2018*). According to Raja (2011), promotions are considered as a sign of an employee's commitment to the organization and their worth as a worker. According to Gupta (2011), those who want to advance their careers via promotion should strive to do better in their current positions. A happy workforce is the result of a well-executed promotion programme. Every worker has the aspiration of being promoted to a higher level. Whether or not to promote an employee depends on a number of factors, including their work performance, seniority, level of loyalty, honesty, and other behaviours (*Gede Purnawan Adi et al., 2016*). However, with a promotion comes expanded responsibilities and obligations. Employees are motivated to impress their superiors with their work when they are rewarded for doing so.

Salaries: Salary covers both direct pay (salary, wages, and incentives) and indirect compensation (employee wellbeing), according to Hasibuan (2018). For Elmi (2018), this might be monetary or non-monetary. According to Rahman and Hoque (2014), monetary reward is a major incentive. According to Asaari and Desa (2019), this is associated with the Maslow's hierarchy of needs-based safety criterion. This has to be met in order to have a job that is secure, fair in its treatment of employees, and financially rewarding. An employee's salary is a major extrinsic motivation that encourages them to stay committed to their work, conscientious, loyal, and honest (*Bullock, Stritch, & Rainey, 2015*). In light of this, Pigors and Meyer (2007) propose basing compensation on outputs. Despite the fact that there are a variety of reasons why individuals work for a livelihood, it is indisputable that money and other forms of financial compensation are a major factor in what motivates employees.

Rewards and Incentives: Incentives serve as a driving factor that motivates employees to take action for the company. Workers tend to keep up their excellent performance when rewards are offered but slack off when none are provided. According to Eshun and Duah (2011), an employee's satisfaction with incentives is directly related to what the employee expects from the organization as opposed to what the employee really receives. Employee satisfaction may be broken down into inputs like

education, job skills, and effort, and outputs like the intrinsic and extrinsic advantages received from employers.

Job Satisfaction and Organizational Performance Relationship:

There have been a number of studies evaluating the strength of the correlation between job satisfaction and productivity in business settings. There was no discernible trend in the studies' final results. Cummings (1970) identified three distinct perspectives on this connection. Rewards affect both performance and satisfaction, which in turn affects performance. According to Kornhanuser and Sharp (1976), more than 30 research have been conducted to identify the relationship between performance and satisfaction. Katzell, Barnet, and Porker (1952) found no connection between job satisfaction and either employee turnover or product quality. Work satisfaction is linked to effort, devotion, and employee success, according to Smith and Cranny (1968). Fournet (1966) and Brayfied and Crockett (1955) conducted two such studies. Workers who report higher levels of satisfaction with their jobs are more likely to put in extra effort to meet or exceed their targets, as shown by the research of Lee and Chan (1996). Carroll, Keflas, and Watson (1964) claim that contentment at work has a direct impact on productivity. They suggest that people are more motivated to work hard because they believe they will be rewarded for their efforts. The work pays off in the form of an impressive presentation, which satisfies an urgent need. Workers' job satisfaction and productivity are both affected by the remuneration system they operate under, say David, Joseph, and William (1970).

As the saying goes, "If you can't beat 'em, join 'em," and if you can't beat 'em, join 'em.' If you can beat 'em, join 'em. Rather than resolving the satisfaction-performance paradox, this idea is important for understanding and regulating organizational behaviour because of the proactive research and management implications it is tied to (Baridam & Nwibere, 2008:114).

Employee Motivation and Organizational Performance:

This section covers review papers on organizational performance and employee motivation that were printed in major international magazines. In the UK, Orpen (1997) studied how formal coaching affected employees' work motivation, organizational commitment, and job performance. According to the research, mentorship has the potential to improve an employee's attitude without necessarily raising their level of performance. The majority of the study's sections focused on performance coaching. A research on the universality of variables driving

employees in the banking sector of Northern Cyprus was done in 2012 by Okan, v. Safakli, and Mustafa, E. According to their research, the most important factors driving workers are a fair compensation and promotion system, comprehensive health benefits, and a positive work environment. Additionally, it is shown that wages are the most important factors motivating workers in both nations when compared to a research done in Finland. In the University of Utera Malaysia, Abdul Hakeem (2008) performed study on the impact of motivation and job satisfaction on worker performance. The thesis found that, as opposed to motivation, work satisfaction has a significant beneficial influence on employee performance. In order to assess the significance of employee motivation at Pakistan's Faysal Bank in Karachi, Uzma Ghaznav (2011) performed research on the impact of employee motivation on work performance. In his survey, Uzma discovered that 50% of Faysal Bank workers were dissatisfied with their pay. In other words, while workers were happy with their job security, pay was not given priority. Research on teacher motivation and academic performance was done by Ali, Dahie, and Ali (2016), with the work satisfaction of teachers serving as a mediator. In this study, 80 respondents from secondary schools in Mogadishu were gathered using a survey approach and a practical sample method. The study made use of a questionnaire containing eight key components. The analysis revealed a substantial link between teacher motivation, work satisfaction, and academic achievement. Thomas Owusu (2012) did research on how motivation affects workers' effectiveness at work. His research's objective was to examine and identify the motivating package that affects workers' performance at the Ghana Commercial Bank. Due to the bank's implementation of an extrinsic incentive programme that includes periodic raises in employee pay, perks, and promotions, the organization was successful in meeting both its corporate goals and employee job performance. At Nation link Telecom Somalia, Gure, Naima Abdullahi (2010) conducted more study on the effect of motivation on staff performance. In support of her argument, she discovered that, as opposed to work satisfaction, motivation had a considerable beneficial influence on employees' performance. The impact of employee satisfaction on performance is minimal. The research concluded that support staff motivation has a greater impact on an employee's performance as a helper at Nation link Telecom Somalia. Patricia Insimire (2011) conducted study on the staff members' motivations and sales performance in the context of Niko Insurance Uganda. Her study's goal was to determine the link between sales

effectiveness and staff motivation. According to her research, NIKO Insurance used a variety of motivational strategies, including incentive and commission payments to top performers, authority delegation, promotions, and involvement in decision-making. Additionally, it was discovered that Niko's sales performance was significantly influenced by the standard of supervision, increased employee dedication, degree of education, the circumstances in which employees carry out their duties, the quality and management of operations, and the amount of hours worked. Opu Stella (2008) conducted research in the Ugandan Kitgum area with a focus on employee performance enhancement and motivational strategies. She discovered that Kitgum district employees were underperforming because the district's salary and benefits were woefully insufficient and unable to satisfy the requirements of its residents. There was no teamwork

Empowerment and Organizational Performance:

Capability building and efficient operation Bennis (1989) argued that delegating responsibility to one's subordinates was crucial to effective management and organization. Employees are given autonomy and responsibility, allowing them to develop to their fullest potential. Increased autonomy at work is a significant driver of improvement and productivity. As a result, the empowerment strategy places a focus on people inside an organization to address problems. Employees are more likely to feel appreciated and their contributions to work performance are acknowledged when they are given more autonomy. Since individuals perform better in environments where they are held responsible for their actions, employee contributions and engagement in organizational design are critical to the success of the organization. When people believe they have control over their lives, they are more likely to step up to the plate and act independently. Motivated by the knowledge that their efforts are appreciated, employees are encouraged to continue their good work. Employee engagement and empowerment is achieved when workers are given a voice in the administration and decision-making of the organization's policies, objectives, and initiatives. Research shows that a clear understanding of the company's goals and values may have a significant impact on morale. This strategy encourages growth within an organisation since it increases motivation, which may lead to more empowerment. Employees who are given more autonomy are more likely to find creative solutions to problems on their own, rather than having to flag down a manager. Workers who have more freedom to make decisions are more likely to be productive, and they are more likely to be

motivated to take on and succeed at new challenges. Proper remuneration and empowerment must be paired if an institution wants to gain the loyalty and trust of its members. If employees are fully invested in the company's success and eager to do their best, the business may see unprecedented growth and productivity. It's important to remember that employee participation and empowerment promote commitment and comprehension. Employees that have direct contact with clients or operational processes are thus less likely to be resistive to change, to feel valued by the company, and to generate crucial knowledge. On the one hand, authoritarian management and top-down decision-making provide a strict workplace where workers are given directives to do certain duties. Innovation is stifled and motivation declines in these organizations, which negatively affects performance. Employee satisfaction and motivation, on the other side, will increase organizational productivity, which results in higher profitability.

Conclusion and Recommendations

In order to reach peak performance, workers must like their work. Workers who like their jobs are more invested in the success of their employers and more inclined to go above and beyond in their work for the company. Employees are more likely to be satisfied with their jobs when they get more pay, are acknowledged for their efforts, are given challenging and relevant tasks, and have strong connections with their bosses and colleagues. The literature review's conclusion is that managers should care about their employees' attitudes since such attitudes might serve as early warning signs of problems and influence employee conduct. Managers may be able to boost worker satisfaction by focusing on the job's internal and external qualities, such as its difficulty and appeal.

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